

## Teams C & D Storyboard Session

2-20-08

### Title of Today's Session

Developing Goals & Objectives

### Overall Purpose

To develop a 2008-2012 strategic plan that will help RCC begin to solve its major challenges.

### Today's Purposes

To get on the same page in terms of the strategic issue.

To develop goals & objectives for the assigned issue.

### Non-Purpose

To word smith our drafts.

### Background

#### 1) Definitions

- **Goals:** defined as broad statements that describe ultimate ends and achievements for the college.  
Example: "RCC's data processes inform decision-making and improve our effectiveness to better serve our internal and external communities."
- **Objective:** a concise statement articulating a specific element needed to attain each goal. Each goal should contain 3-6 objectives to achieve between 2008 and 2012. Objectives are best stated as action phrases starting with a verb and may include the desired result & action.

Examples include:

- 1) Conduct (verb) cross-departmental assessments of data needs (action) and implement (verb) best practices (action) to solve the gaps in our current capacities (result).
  - 2) Train (verb) staff about data research methods (action) and provide (verb) the tools (action) they will need to capture and use the data/research in their work (result).
  - 3) Make (verb) data more accessible to and interactive for staff (action) so that they may use data to improve college effectiveness in serving our internal and external communities (result).
- **Performance Outcome:** measures to determine the outcome of an objective that indicates college performance at the end of a period. These are results-oriented and do not reflect a process. Important for us to develop objectives that are measurable (number, percent, time line). IPEC and Executive Council will be charged with developing these.

Examples include: # or % of departments' data needs assessed by (date); research (x # of) colleges for best practices by (date); # of staff trained in data research methods by (date); # of data research tools developed for staff by (date); increase data accessibility and interactivity by (x #/%) staff; increase college effectiveness using data by (X %) as determined by (X,Y,Z).

#### 2) TEAMS C & D – Strategic Issue to Develop Goals & Objectives

What can the RCC leadership do to reinvent itself and become a motivational force for staff and cultivate an agile culture capable of meeting the new, changing, and unmet needs of our region?

### **Ground Rules**

- a) Ask for the floor by raising your hand
- b) No speeches
- c) Listen to each other
- d) Suspend judgment when brainstorming
- e) Turn off cell phones
- f) Be on time
- g) Have homework completed
- h) Be respectful of one another
- i) Take care not to dominate
- j) Be committed and supportive of the strategic planning process within the RCC and the community

### **Topic Cards**

“What can the RCC leadership do to reinvent itself and become a motivational force for staff and cultivate an agile culture capable of meeting the new, changing, and unmet needs of our region?”

#### **What Problems Do You Think This Strategic Challenge Asks Us To Address?**

(In other words, let's get clear on what we all think this means)

- Have a problem with the word “leadership” because at RCC it implies E Team and Peter.
- Need a broad-based group of staff (leaders) at all levels.
- Until everyone is invited to participate and listened to, leadership will be too narrow a concept.
- Suggest that we cross out the words “the” and “leadership” in the strategic challenge question.
- There's a fallacy that we have a leadership team at RCC.
- Top leadership needs to regain the trust of staff.
- Solve the problem of an ineffective leadership structure which has not been able to motivate staff to be forward thinking problem-solves.
- Our choice to serve on the strategic planning committee indicates our hope for positive change.
- Needs to be a group recognized as the leaders of the institution who guide, direct and shepherd the staff and work.

#### **What does the strategic question mean to you?**

- Three points: 1) RCC needs to reinvent its leadership; 2) the leadership needs to be a motivational force for staff; and 3) the leadership needs to be responsive to emerging and unmet needs.
- Solve the inability of leadership at RCC to be broad-based, provide vision, and lead problem-solving.
- This challenges leadership (current definition) to address morale and lack of clear top-down communication.
- It asks us to create a new of model of leadership—lead but no manage.
- Very talented people on E-Team who lack vision, trust, and the feeling that they represent a team.
- Morale of staff and flexibility of staff to take on new assignments in new directions.
- What can RCC do...high level leaders, faculty, & staff...to bring about a renewed sense of motivation and inspiration to move forward?
- Past experience tells us that if you take risks as an employee you can get hammered for it.

## **What Desired Outcomes (goals) Would Best Solve The Issues?**

(This is the “what” question. If we are successful “what” will be happening?  
Start with a verb to describe each desired outcome.)

### **Top Ideas:**

- Establish alignment. (7 dots)
- Redesign leadership to be more inclusive. (6)
- Value and honor education which is the core of what RCC does. (6)
- Dedicate resources—put \$\$ where our mouth is. (4)
- Inspiration is what keeps us coming back and doing more. (2)
- Leadership that works more as a team. (2)

### **Other Ideas:**

- Compensate staff (fairly). (1)
- Honor innovation and not just give lip service. (1)
- Leadership that inspires staff. (1)
- Keep staff informed of concerns/issues.
- Clarify current roles.
- Be clear on what is success and celebrate it when achieved.
- Guide by a defined inclusive organized group of leaders who are an empowered & representative group.
- Each person understands his/her role in the direction of the college.
- Recognize staff.
- Leadership that empowers staff.
- Leadership that unites and heals the college.

## **Round 2 – Spinning Ideas to Richer Goal Concepts - What Is Our Goal?**

(Let’s take these ideas and write a goal statement starting with a verb.)

**Top Goal Statement:** Create a leadership structure that values our core purpose of teaching and learning, seeks inclusiveness, establishes alignment, inspires staff, and dedicates resources accordingly. (4 dots)

### **Others:**

- Create a structure in which leadership seeks inclusiveness at all levels, values teaching and learning through recognition and dedication of resources, and inspires and motivates its staff. (3 dots)
- Make teaching and learning the center of RCC, encouraging and celebrating each person’s contribution to it. (1)
- Align valuing education with inspiring and inclusive leadership.(1)
- Redesign leadership to be inclusive and which serves as an aligning force to inspire staff at all levels to provide a high quality environment for teaching and learning. (1)
- RCC is guided by an inclusive trusted leadership team that understands and acts as if teaching and learning are RCC’s core mission.
- Working as a team which honors quality teaching and learning experiences, leadership will 1) establish clear functions (alignments); 2) honor, inspire and reward faculty and staff; and 3) provide clear lines for implementation to flow in both directions.

- Create a structure that allows for learners: adaptability, sustainability, 360 degree return on investment, sharing of resources (make changes as needed and offer in a variety of modalities).
- Design a leadership structure which empowers, inspires, values, and honors staff in our endeavors of education and which dedicates resources accordingly.

**These are the “How” Questions (try to start each with a verb)**

<b><u>What Practical Alternatives (objectives) Should We Pursue to Achieve The Goal?</u></b>	<b><u>Some Major Action Steps</u></b>	<b><u>Some Key Outcomes</u></b>
<p><b>Top Ideas:</b></p> <ul style="list-style-type: none"> <li>• Inspire, empower, support, and recognize staff on an ongoing basis. (5 dots)</li> <li>• Develop more processes that are inclusive (e.g. budget review process, enrollment management). (4)</li> <li>• Re-insert teaching and learning at every opportunity as the goal of the college. (3 dots)</li> <li>• Dedicate adequate resources to broaden leadership. (i.e. release time) (2)</li> <li>• Invest more in staff overall. (2)</li> <li>• Address communication flow at all flows (voted over).</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a climate study by an outside group. (1 dot)</li> <li>• Invest in value stream mapping (continuous improvement process).</li> </ul>	<ul style="list-style-type: none"> <li>• RCC will have a culture in which we appreciate one another.</li> <li>• RCC will have a culture in which we discuss what we do and how we do it.</li> </ul>

**Facilitator Word Smithing Suggestions:**

**Draft Revised Goal & Objectives:**

**Goals:** defined as broad statements that describe ultimate ends and achievements for the college.

RCC’s revitalized leadership structure values our core purpose of teaching and learning, seeks inclusiveness, establishes alignment, inspires staff, and dedicates resources accordingly.

**Objectives:** a concise statement articulating a specific element needed to attain each goal. Each goal should contain 3-6 objectives to achieve between 2008 and 2012. Objectives are best stated as action phrases starting with a verb and may include the desired result & action.

1. Use the results of an institutional climate study conducted by an outside group to revitalize the culture and processes of leadership at RCC taking steps especially to assure that leadership:
  - becomes broader and is fiscally enabled;
  - inspires, empowers, supports, and recognizes staff on an ongoing basis;
  - finds ways to make RCC processes more inclusive;
  - re-inserts teaching and learning as the college’s main goal;

- improves communication flow at all levels;
- invests in staff

2. Institute value stream mapping to assure continuous improvement in our efforts to revitalize the culture and processes of leadership at RCC.